

NAVSUP Fleet and Industrial Supply Center - Norfolk, Virginia

Supply Chest

November 21, 2003

Ready - Resourceful - Responsive!

Vol. 55 No. 13

FISC/DDNV dedicate POW/MIA Remembrance Table

FISC Norfolk Commanding Officer Capt. L.V. Heckelman and DDNV Commander Capt. Bob Howard dedicated a POW/MIA remembrance table in the rear of the Building W-143 cafeteria. The Nov. 10 ceremony – one day before Veteran's Day – was supposed to have been held in conjunction with POW/MIA Day on Sept. 19. Unfortunately, Hurricane Isabel slammed into Norfolk on Sept. 18, shutting the base down for the rest of the week.

"We wanted to do this in September, but Hurricane Isabel beat us to the punch," explained Capt. Heckelman. "So we thought that just before Veteran's Day was the next best opportunity."

After leading the audience in the Pledge of Allegiance, Capt. Heckelman asked Capt. Howard to explain the significance of the items displayed on the table. "The table we are about to dedicate today is a small token used to remember those who have defended our nation and were either held captive or whose status is listed as missing in action," explained Capt. Howard. "It is traditionally set up in the dining area of military mess halls and can be set for one or four representing our services." Captain Howard then described each item on the table and its meaning. *(Please see the box to the right for a description of the table items)*

After officially dedicating the table with a ribbon cutting, Capt. Heckelman remarked on the significance of the day. "Today is the 228th birthday of the U.S. Marine Corps – our sister service, and tomorrow is Veteran's Day," he explained. "I'd like to share a few words with you about Veteran's Day, a holiday observed annually in the United States in honor of all those, living and dead, who served with the U.S. armed forces in war-time." He then concluded the remembrance table dedication with a description of the evolution of the observance of Veteran's Day.

The POW/MIA remembrance table is available for viewing during the normal cafeteria operating hours.

What is the significance of the items on the Remembrance Table?



It is set for one, symbolizing the fact that members of our armed forces are missing from our ranks. They are referred to as POWs and MIAs.

We call them comrades.

They are unable to be with their loved ones and families, so we join together to pay our humble tribute to them, and bear witness to their continued absence.

This table, set for one, is small, symbolizing the frailty of one prisoner, alone against his or her suppressors.

The tablecloth is white, symbolic of the purity of their intentions to respond to their country's call to arms.

The single red rose in the vase, signifies the blood they many have shed in sacrifice to ensure the freedom of our beloved United States of America. This rose also reminds us of the family and friends of our missing comrades who keep the faith, while awaiting their return.

The yellow ribbon on the vase represents the yellow ribbons worn on the lapels of the thousands who demand with unyielding determination a proper accounting of our comrades who are not among us tonight.

A slice of lemon on the plate reminds us of their bitter fate.

The salt sprinkled on the plate reminds us of the countless fallen tears of families as they wait.

The glass is inverted - they cannot toast with us this night.

The chair is empty - they are not here.

The candle is reminiscent of the light of hope which lives in our hearts to illuminate their way home, away from their captors, to the open arms of a grateful nation.

From the Commanding Officer ... Energy Conservation

FISC Norfolk Teammates,

In this issue of Supply Chest, you'll find an article written by our Public Affairs Officer about Energy Conservation, that shares with you the success of the Navy's and FISC Norfolk's efforts to conserve energy over the past several years. We have been extremely successful and accomplished a lot. We do, however, continue to face budget pressures, which cause us to look at everything we spend our operating funds on and that includes energy usage. But there is a more important reason to be conscious of our energy consumption and to seek all possible ways to reduce consumption and conserve energy. Using energy efficiently and conservatively is the right thing to do for our environment and for our future.

The Mid-Atlantic Region's Regional Engineer has recently reinstated a Building Energy Monitor (BEM) program. The purpose is to help communicate installation energy goals, promote and increase energy awareness on the usage and cost of energy, serve as the point of contact for energy issues and problems, recommend energy saving changes to our operating procedures and monitor the operation of our building through periodic energy checklists. Our Building Energy Monitor is Mr. Loyd Taylor from Code 44.

Mr. Taylor can't do the job of energy

conservation for us alone. I encourage each of you to make energy awareness a part of your everyday practices at work and at home. When at home, most of us turn off the lights and other appliances when we leave a room. If you have a private workspace, you should follow that practice here at work as well. Before you leave your work area, ask yourself "What equipment can be turned off while I am away?" Don't run unnecessary equipment when you're in your workspace either.

Here's an example of an easy energy saver that you can practice daily. When you leave your work area for 15 minutes or longer, turn off your computer monitor. Leaving it on with the screen saver does not save energy. Screen savers come on only to protect the screen from damage.

On average, a typical computer monitor consumes about 60 watts of power. If left on overnight and on weekends, each monitor would cost an extra \$26 per year to run. That doesn't seem like much until you multiply it by the number of monitors we have throughout our entire command...about 1027 monitors in all. That amounts to about \$26,702.00 per year. Such a simple action as turning off your computer monitor can save that much money. It's as easy as turning off a light switch.

Turning off computer monitors and lights are only two obvious ways to save



Capt. L. V. Heckelman

energy...but they do add up to significant amounts of energy that can be conserved. If you look around, you can probably identify countless other examples of ways to conserve energy in our spaces. If everyone does their part, I know we can continue to build on the successes we've enjoyed in the past in this very important area. Thanks for your support.

A handwritten signature in black ink that reads "L. V. Heckelman".

P.S. Have a happy and safe Thanksgiving

Supply Chest

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This appropriated funds newspaper is an authorized publication for military and civilian personnel of the Fleet and Industrial Supply Center (FISC), Norfolk, and the Defense Distribution Depot (DDNV), Norfolk. It is published by the FISC Public Affairs Office, located in building W-143, Naval Station Norfolk. Contents of the Supply Chest are not necessarily the official view of, or endorsement by, the US Navy. The Supply Chest is a bi-weekly publication published in compliance with the provisions of NAVSO P-35. It is a member of the American Forces Press Service and is available on line at www.nor.fisc.navy.mil. Material may be reprinted if proper credit is given. Submit material to the FISC Public Affairs Office, Code 01, or call (757) 443-1014 DSN 646-1014; FAX (757) 443-1015. All material is subject to editing.



Admiral's Quarters

By Rear Adm. William A. Kowba
COMFISCS

I recently had the opportunity to go to FISC Yokosuka, the fifth of the six supply centers I have visited since mid-August. This was a wonderfully informative and educational trip. I learned of FISC Yokosuka's time and distance challenges, high forward deployed operating tempo, and overseas location sensitivities. Under the precept of "a picture is worth a thousand words," this trip was of great value.

Wrapping up the worldwide FISC tour, I went from FISC Yokosuka to FISC Pearl Harbor by way of a visit to Guam. This was another very positive, eye-opening stop. The Pearl team is playing a critical role in supporting a spectrum of customers ranging from the repair efforts of the shipyard to the expeditionary requirements of Army units positioned at Schofield Barracks. Clearly, both overseas FISCs are well engaged in delivering combat capability through logistics.

On Oct. 15-17, I hosted a Metrics Caucus that included metrics points of contact

and a number of functional managers from each of the six FISCs. The first requirement of the caucus was to validate current COMFISCS metrics from the NAVSUP dashboard metrics reviewed monthly at headquarters. Plans for populating the Assistant Chief of Staff for Regional Commander Support dashboard metrics were also discussed. Finally, collecting performance metrics in each of the functional areas was accomplished.

The biggest challenge in the metrics arena is the population of the ACOS RCS metrics. With the validation of 1,100 individual data touch points across as many as 40 different installations nationwide, identifying responsibility and format for collecting the data into a functional management tool is a complicated undertaking. I took my plan to the FISC commanding officers on Oct. 30 to get their feedback and suggestions for accomplishing this challenge.

Recently Rear Adm. McCarthy sent out a 'Flash from the Commander' on Change Management—an integral part of NAVSUP's transformation effort. As COMFISCS, I have decided to make organizational standardiza-

tion the current priority for transformation. As such, this will be the first large-scale project to which we will be implementing Change Management techniques across the FISCs.

The primary objective of organizational standardization is to create a FISC organizational model that will accommodate standard mission alignments, while at the same time allow tailoring to a specific FISC environment. Each supply center operates with a degree of autonomy due to the variety of services provided to customers in their respective regions. While this is good and necessary, it is equally important that we act as a single enterprise—one face to the customer.

In today's environment, organizations have to be structured and aligned to be responsive, flexible and continuously innovative. I appreciate everyone's efforts, hard work and dedication towards shaping our new organization.



Change Management Team

As you all know, we have been engaged in the process of transformation at NAVSUP. We have made tremendous progress and I thank you all for your hard work and support of this effort. As we complete the installation of our transformed organizational structure, we are now in a better position to serve our customers and accomplish our mission.

With the major organizational changes associated with our transformation efforts complete, we still have a lot of work to do in our continuing quest to drive down our costs and fully realize the intended benefits we envisioned when we embarked on our transformation journey. As such, we need to be sure we've put the necessary tools in the hands of our leadership to enable them to operate in a very fast changing world that will continue to challenge us - as people and as an organization - to continually look for new and better ways to accomplish our mission. In today's environment, managing change will be a continual challenge and we must get better at managing it and adapting to it to ensure our long-term success.

With this in mind, our Corporate Board saw the management of change as a strategic issue for the enterprise and as a result, has decided to charter a Change Management Team (CMT) focused on developing our leadership capabilities in this area. The CMT at NAVSUP will be staffed with resources distributed across our enterprise.

The mission of this team is to accomplish the following:

- Increase the realization of business benefits from major change initiatives.
- Strengthen capability to execute change initiatives successfully.
- Increase change capacity and agility of our people.

Mark Deebel has been selected as the leader of the Change Management Team. He reports directly to the NAVSUP chief of staff. In addition to Mark, Tim Pentaleri - COMFISCS, Lynne Krause - NAVICP, Rich Franklin - NOLSC and Elaine Witmer - NAVSISA have been appointed by their commands as members of the core team. Team members are staff to the executive directors of their respective organizations. This team will be supported initially by ODR, a change management consulting firm who we have contracted with to support this initiative. I have asked Ruth Sanders to take on the responsibility of CMT executive sponsor on behalf of the Corporate Board.

This initiative will help all of us, at every level within NAVSUP, to be more successful with managing change now and in the future. Over the course of the next year the team will involve many of you in assessments, action planning, project execution, coaching, and training activities and will work with the Corporate Board to help us become a more agile enterprise.

I ask for your active support of this initiative and for your participation in the process and activities that will result.

J. D. McCARTHY
Rear Admiral, SC, USN

Code 53 transfers to NAVSISA Tidewater Group

Twenty two members of FISC Norfolk Codes 53 and 50D, two people from FOSSAC and five from NAVTRANS have transitioned to the Navy Supply Information Systems Activity (NAVSISA). The group is now known as the NAVSISA Tidewater Customer Support Group.

Transferred from FISC Norfolk were Renee Smith, Jessie Anderson, Elizabeth Blackwell, Deborah Boyce, Karen Brinster, Melvin Bruce, Andy Christensen, Donna Crawford, Wanda Davis, William Gray, Elizabeth Green, Richard Hagen, Clinton Johnson, Diana Klein, Maureen Lesniewski, Curtis Mims, Karen Pease, Deborah Rivers, Rosanne Roble, Martha Smith, Shirley Smith, George Turner and Star Weigel. Transferred from FOSSAC were Ron Steele, Jason Hall and Lisa Jones. Transferred from NAVTRANS were Judy Smith, Douglas Heberling, Wanda Kelly, William Lina, Jesse Rathbun and John Ryan.

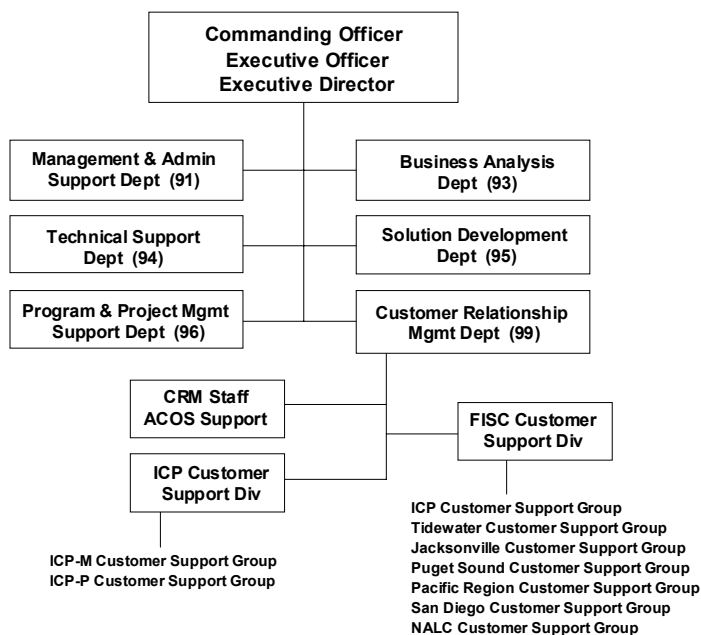
The Support group leads in support of each organization are Renee Smith at FISC, Ron Steele at FOSSAC and Judy Smith at NAVTRANS. This change took place under the NAVSUP IT Transformation initiative to insure IT investments and initiatives are aligned with NAVSUP enterprise business goals and objectives.

The Navy Supply Information Systems Activity (NAVSISA) organization will be responsible for policy, planning and strategy matters and for the day-to-day management and execution of enterprise information management/information technology (IM/IT) support needs.

Centralization of IM/IT will be achieved through an enhanced NAVSISA organization that includes customer site support groups at each of the claimancy commands. All COTS/GOTS systems design, development, implementation, integration, production support, data management, database administration, project management and related IT funds control (direct and reimbursable) will be accomplished

through a consolidated organization at NAVSISA. NAVSISA will establish a new enterprise IT "Service Delivery Model" and associated performance metrics to broker solutions, maintain stability of current operations, and comply with higher level IT guidance.

The Information System Security Management (ISSM) and the NMCI Activity Contracting Officers Technical Representative (ACTR) functions will be retained by each respective command.



Naval Reservists Assigned to Supply Management Assist Teams (SMATs) Provide Vital Assistance to Atlantic Fleet Ships

By CWO3 Gene F. Hoffman and SKCS John P. Flores
NR COMNAVSURFLANT DET 606

The mission of the Naval Reserve Supply Management Assist Teams (SMATs) is to provide logistic readiness support to Commander, Naval Surface Force, Atlantic (CNSL) Afloat Training Groups (ATGs). Currently there are five SMAT units located in Norfolk, Va.; Orlando, Fla.; St. Petersburg, Fla.; and Ingleside, Tex. Each team provides direct fleet support to CNSL surface ships and provides prompt and sustained operations at sea or portside. The teams, which are generally made up of 27 Reservists representing the MS, SH, and SK ratings, augment and assist ATG and CNSL ships' supply departments. They provide critical assistance in the preparation for Supply Management Assessments (SMAs), inventory and financial reconciliation, pre-deployment preparation, storage, supply/financial ADP, and Food Service support.

Personnel assigned to SMAT units have the opportunity to receive in-rate training while performing An-



SK3 Laura Dawson, SK2 Jackie Harris (SMAT DET 104) and other SMAT personnel perform inventory for USS Klakring in advance of the ship's SMA.

continued on next page

Energy Conservation is Everyone's Job

By Robert Anderson
FISC PAO

Over the past eight to nine years the Navy has been working to save hundreds of millions of dollars in energy costs, prevent pollution, and reduce electricity demand. The efforts are paying off. The Department of Navy estimates that as of fiscal year 2000, shore energy consumption had dropped almost 26 percent based on 1985 benchmarks, avoiding more than \$500 million in energy costs. The Navy calls energy and water conservation activities "essential to its mission" and continues its commitment to reducing energy consumption per square foot by 35 percent by the year 2005.

"We are extremely proud of our energy management team as well as the efforts of all military and civilian personnel in meeting the energy-efficiency challenge," said Secretary of the Navy Gordon England. "Our energy conservation achievements provide federal, private, and public entities alike nationwide with vivid and practical examples of what can be done to save energy and resources and prevent pollution."

Fleet and Industrial Supply Center (FISC) Norfolk has been an active participant in conserving energy as part of the Sewells Point complex and at Craney Island and Cheatham Annex. From base year 1985, FISC Norfolk has become highly automated. Lighting has increased; the ratio of computers to workers has increased to nearly one to one. Besides computers, there are monitors, printers, copying machines, FAX machines, and the latest state-of-the-art furniture with individual lights. Even with all this additional equipment, energy consumption statistics show that FISC Norfolk is using significantly less energy today than in previous years. Over the past few years, FISC Norfolk has replaced over 18,000 light fixtures reducing their energy requirements by one third. A computerized steam control system has also returned substantial savings, as has the installation of automatic light switches. The resurfacing of the roof in building W-143 has helped eliminate heating and cooling losses and keeps the water out.

FISC Norfolk has cut its usage in steam and electricity by an average of 33 percent (based on 1985 figures) according to the De-



Lloyd Taylor, Building W-143 building energy monitor, inspects a timer on an air conditioning unit.

fense Utility Energy Reporting System (DUERS). DUERS, formerly known as the Defense Energy Information System (DEIS-II), is designed to account for the consumption of utility energy resources used by Department of Defense activities. DUERS requires data on the cost and consumption of purchased utility energies (electricity, fuel oil, natural gas, steam and hot water, coal, propane, and liquefied petroleum gas), water (potable), and renewable energy sources. Environmental data on the type and number of buildings and square footage are also required. Heating and cooling degree-days are optional and may be reported if available. This baseline data is then used to determine conservation achievements. The Navy Public Works Center (PWC) in Norfolk, Virginia submits the data.

FISC Norfolk pays either all or part of the electric bill in 19 buildings, for steam in 12 buildings, water in 14 buildings and sewage in 12 buildings. For September 2003 it totaled \$34,728.58, and the rates for 2004 are going up. In 2004 PWC Norfolk will charge \$.06128 per KWH for electricity; \$17.23 per MBTU for steam; \$9.94 per KGAL for water; \$5.68 per KGAL for sewage and \$1.10 per CCF for gas. These are large increases.

The monetary saving of our conservation efforts to date is difficult to calculate accurately. But, by any measure, FISC Norfolk has met and exceeded the goal set by the CNO in 1985 and continues to look for ways to conserve and save money. Every employee has a part in these conservation efforts. Turn off unnecessary equipment, and turn it on only when you need it. Every watt we save helps offset operating cost.

SMAT from previous page

nual Training (AT) or provide drill weekend support to the fleet. In May 2003, SMAT Detachments 102, 104, and 105 provided valuable fleet support to the USS Klakring (FFG 42) in Mayport, Fla. The Klakring Commanding Officer CDR Mark Genrung stated, "The SMAT support we received from the reservists was critical and well timed. Their assistance helped prepare us for our upcoming Supply Management Assessment (SMA). The Reservists who came on board performed duties that the ship's crew would have otherwise performed under significant time constraints. They also provided a different set of eyes with which to review and pre-audit our Supply records."

The SMAT program, which is similar to COMNAVSURFPAC's Supply Management Assist Reserve Team (SMART) units, is a win-win situation. It benefits the ship, the Reserve Sailor, the Navy and the Naval Reserves. The team concept was introduced in the early 1990s to support the "Supply Corps 2010" strategy released in 1989, which served as a Supply Corps strategic roadmap into the 21st Century, and the Reserve Supply community's November 1991 "Vision" study, which emphasized "customer support and assistance to the fleet." A prototype team was tested from 1992-1994, and the first COMNAVSURFLANT SMAT Unit was formally established in December 1995.

Naval Reserve, Commander, Naval Surface Force Atlantic (CNSL) Det 606 provides oversight to the five SMAT units. Reserve personnel in the SK, SH, and MS ratings, who are interested in joining the SMAT Program, may contact Senior Chief Storekeeper John Flores (NR COMNAVSURFLANTDET 606), at JFlores@cns1.spear.navy.mil.



Gordon R. England returns as Secretary of the Navy

After returning to the office of the Secretary of the Navy, an appointment he relinquished in January to take a position with the Department of Homeland Security, the Honorable Gordon R. England released this message to the Navy.

When I left our department last January, I said that I would “marvel at your achievements” and “gain strength from your example.” Over the last seven months, in Iraq and around the world, you have fought the enemies of freedom and prevailed. Your courage and hardened resolve is the shield Americans rely on for their security and way of life.

The success of the Navy-Marine Corps Team results from that daily dedication to America. It also results from the strong leadership of servants like President Bush, Secretary Rumsfeld and Hansford T. Johnson. H.T. guided our Department through a significant battle in our global war on terrorism and through our continuing transformation. He and Linda deserve our deepest gratitude. Along with leaders like Admiral Clark, General Hagee, MCPON Scott and Sergeant Major Estrada, our team is indeed blessed.

Dotty and I are pleased, proud and delighted to return to the Navy-Marine Corps team. The success of our naval family is due to the quality of your work and depth of your devotion. We pledge our equal dedication to you and to your families.

In my confirmation hearing, I committed



The Honorable Gordon R. England

to strengthening our combat capability, improving your quality of service, recapitalizing our forces and improving business practices. Naval Power 21 will continue to guide our transformation as we project persistent power, around the world and around the clock.

Working together we will prevail in this global war on terror. Semper Fi and sail proud.

Principles of Leadership

At the United States Naval Academy's Forrestal Lecture Series, Secretary of the Navy Gordon England identified important principles of leadership based on his personal experiences as a business executive and as the 72nd Secretary of the Navy.

Those fifteen principles are as follows:

- 1. Provide an environment for every person to excel.*
- 2. Treat every person with dignity and respect - nobody is more important than anyone else.*
- 3. Be forthright, honest and direct with every person and in every circumstance.*
- 4. Improve effectiveness to gain efficiency.*
- 5. Cherish your time and the time of others - it is not renewable.*
- 6. Identify the critical problems that need solution for the organization to succeed.*
- 7. Describe complex issues and problems simply so every person can understand.*
- 8. Never stop learning - depth and breadth of knowledge are equally important.*
- 9. Encourage constructive criticism.*
- 10. Surround yourself with great people and delegate to them full authority and responsibility.*
- 11. Make ethical standards more important than legal requirements.*
- 12. Strive for team-based wins, not individual.*
- 13. Emphasize capability - not organization.*
- 14. Incorporate measures and metrics everywhere.*
- 15. Concentrate on core functions and outsource all others.*

“England Expects That Every Man Will Do His DUTY”

Admiral Lord Horatio Nelson, Battle of Trafalgar, October 21 1805

Happy birthday to Oceanair kids



Aquatta Arnold and Kevin Brunner, both of Code 105, prepare to serve birthday cake and punch to students from Oceanair Elementary School in Norfolk. FISC Norfolk has had an ongoing supportive relationship with the school for more than 10 years. Every month, FISC Norfolk volunteers bring birthday cake and punch to serve to students with birthdays during that month.



Congratulations to Code 309, Cheatham Annex, the latest FISC Norfolk Work Team of the Quarter. Pictured (left to right) are Lewis Tyler, Julie Krohn, Rickey Strong, Vernon Taylor, Chester Christian, Carlton Griffin, Curtis Wilgus, Mike Ryan, Timothy James, Milton Jones, Mike Kurten, Woody Sanders, Diane Hibbler, Wayne Grimes, Barbara White, and Sherman Anderson. Not pictured are Joe Caskie, Gerald Dale, Linda Gray, Al Walker, and Cecil Williams.



Quarterly Supply Officer's Conference links fleet with service providers

FISC Norfolk Commanding Officer Capt. L. V. Heckelman addresses attendees at the recent Quarterly Supply Officer's Conference, held at Pier 26. The conference kicked-off with a welcome from Capt. Heckelman. He also spoke about transformation and Sea Power 21. DDNV Commander Capt. Bob Howard spoke briefly about DDNV. He was followed by type commander Supply Corps representatives. They were followed by Code 200 discussions on contracting and purchase card use, as well as the DoD E-Mall and One-Touch Commerce. The conference wrapped-up with a brief from Lt. Cmdr. Paul Armstrong. He brought the attendees up-to-date on LSC services and distance support. The conference was followed by a mini food show that featured some of the latest foods available to the fleet.

Seven FISC Norfolk Sailors get frocked



Congratulations to the seven FISC Norfolk Sailors pictured above with FISC Norfolk Commanding Officer Capt. L. V. Heckelman. Their hard work and studying paid off and resulted in their being selected for advancement to the next highest pay grade. "Frocking" means they are entitled to wear their new rank, but won't get paid for the higher pay grade until they are actually advanced. Proudly displaying their new "crows" are (left to right) SK1(SW/AW) Bobby Miller, GM1(SW) Richard Webb, PC2 Addie Zavala, GM2 Brandi Rieves, PC2(SW) Chris Ervin, GM2 Lacarlos Knighten, and GM2 Jennifer Day.

NAVSISA sends thanks

CDR Wiggs -

I am the Technical Lead for CAVORM at NAVSISA. On September 24th, 2003, we replaced Application R/UADPS with CAVORM at the Norfolk Shipyard. To accomplish this task, it was necessary to do a mass conversion of data from the Application R datafiles to CAVORM. Prior to this conversion, it was essential that existing data be reconciled in terms of inconsistencies between Application R and the MSIR and that various other data issues be analyzed and resolved. To this end, we received superior support from Jim Wilson and his team (Carolyn Brown, Larry Blanco) in working all the data discrepancies and answering and resolving all our data questions. Throughout the process, it was clear that Jim and his team took their job very seriously and we really appreciated their dedication and support. The final result was the "cleanest" and smoothest Conversion we have ever done! On behalf of your "Norfolk Team," please accept our thanks for a "Job Well Done!"

v/r,
Gladys Stickel
Technical Lead, CAVORM
NAVSISA

Thank you for your service



Henry C. Moring, Jr., DDNV Code P, is congratulated and thanked by DDNV Commander Capt. Bob Howard for 30 years of government service.